InnoHSupport
Supporting Innovation in Healthcare Public Procurement

D5.3 Communication, Dissemination and Exploitation Report Y1

2025

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List of Abbreviations

CD	Communication & Dissemination
CDE	Communication, Dissemination & Exploitation
CDEP	Communication, Dissemination & Exploitation Plan
GA	Grant Agreement
M	Month
WP	Work Package
KERs	Key Exploitable Results
ECHA	ECHAlliance
SILO	Science Innovation Link Office
TBM	Ticbiomed
SMEs	Small and Medium Enterprises
TIE	Thematic Innovation Ecosystem

Executive Summary

This D5.3 Communication, Dissemination and Exploitation Report Y1 provides an overview of the communication, dissemination, and preliminary exploitation activities carried out during the first year of the InnoHSupport project (September 2024 – August 2025) and evaluates their effectiveness against the strategic framework defined in D5.2 – Communication, Dissemination and Exploitation Plan within WP5 Dissemination, communication, and exploitation.

Throughout Year 1, the focus has been on building project visibility, engaging key stakeholders, and establishing communication tools and platforms to support InnoHSupport's mission of driving innovation in healthcare procurement. The activities have directly supported the project's three pillars: capacity building, tailored advisory services, and matchmaking.

The report also analyses communication performance using the project's KPIs, highlighting successes and identifying opportunities for improvement in the year ahead.

Finally, this report sets the stage for the project's second year by proposing strategic adjustments to the communication and dissemination approach, reinforcing exploitation planning, and deepening stakeholder engagement through AGORA and thematic communities. The final report documenting the InnoHSupport Communication, Dissemination and Exploitation activities (Deliverable D5.4 – Communication, Dissemination and Exploitation Report Y2) will be developed by the end of the project in August 2026 (M24).

InnoHSupport's communication strategy continues to evolve as a dynamic and responsive tool to ensure the visibility, relevance, and long-term value of its outcomes within the European innovation procurement landscape.

1 Introduction

The InnoHSupport project (GA no. 101157552) aims to drive innovation within the healthcare procurement ecosystem by addressing key challenges that hinder the adoption and implementation of cutting-edge solutions. Funded under the Horizon Europe program and supported by the European Innovation Council and SMEs Executive Agency (EISMEA), this initiative seeks to empower a diverse range of stakeholders, including SMEs, startups, public procurers, and research organizations by providing strategic support and fostering collaboration.

The project is structured around three main pillars:

- Capacity building
- Tailored advisory services
- Matchmaking

These pillars work in synergy to offer comprehensive support through training sessions, executive interventions, coaching, and methodologies tailored to innovation procurement. InnoHSupport also facilitates networking opportunities, including innovation showcases and partnership matchmaking, to accelerate the growth of healthcare innovators.

With a consortium of seven partners spanning six countries, InnoHSupport combines expertise from academia, industry, and public sectors to create a dynamic innovation ecosystem. By aligning stakeholders' efforts and resources, the project lays the groundwork for sustainable and impactful advancements in healthcare procurement practices across Europe.

1.1 Deliverable objective and scope

This deliverable presents the Year 1 Communication, Dissemination and Exploitation (CDE) Report for the InnoHSupport project, covering activities carried out under T5.2 Dissemination and Communication and T5.3 Exploitation and Sustainability, both led by ECHAlliance as WP5 leader. The report outlines all CDE activities implemented from M1 to M12, including the preliminary identification of the project's Key Exploitable Results (KERs). Its scope is to provide a comprehensive review of the communication, dissemination, and exploitation activities carried out during the first year of the project, and to assess how these

relate to the KPIs and strategic plan defined in D5.2 - Communication, Dissemination and Exploitation Plan.

In addition, the report highlights opportunities to further strengthen outreach to healthcare procurers and innovation stakeholders. It also serves to inform the planning and prioritisation of activities in Year 2, while supporting the long-term sustainability of the project's results beyond its duration.

The activities described are grounded in a multi-level stakeholder engagement framework, designed to ensure targeted and impactful dissemination. Efforts have focused on delivering relevant, tailored content to key audiences and on amplifying InnoHSupport's visibility through the extensive networks of its partners across Europe.

1.2 Relation to other WPs and deliverables

This document is connected to all Work Packages, as the project's CDE activities are cross-cutting and relevant to each WP. Specifically, in terms of deliverables, it is closely linked to D5.1 Project Website, a fundamental tool within the Communication, Dissemination & Exploitation Plan (CDEP), which provides detailed analytics of users and their level of engagement.

Additionally, it is related to D4.3 Innovation Procurement Agora, which will outline the services provided by AGORA (see section 2.1), embedded within the project's website. It is also connected to deliverables that provide content for dissemination, such as D4.4 Expert Network, D4.5 Repository of Best Practices, and D2.2 Innovation Procurement Toolkit.

1.3 Communication, Dissemination and Exploitation Plan

In line with InnoHSupport's overarching objective of enhancing innovation in healthcare through strategic public procurement, the CDEP, outlined in Deliverable D5.2, sets out the project's strategy to ensure visibility, engagement, and uptake of results. It defines the core purpose of communication,

dissemination, and exploitation activities to raise awareness of InnoHSupport, engage stakeholders, and support the sustainability of project outcomes.

The CDEP has served as the strategic framework guiding both external engagement and visibility efforts during the first year of the project, as well as the internal coordination of communication and dissemination activities across the consortium.

Specifically, it has supported the project by:

- Promoting the project vision,
- Engaging with the broader healthcare ecosystem,
- Building support from key stakeholders,
- Communicating and disseminating the project's progress and results to diverse audiences,
- Involving the pan-European community of procurers in the project's open calls,
- Maximising the uptake and impact of project results, and
- Supporting the long-term sustainability of outcomes.

During the first year of the project, WP5 activities were designed and implemented to address these objectives, with tailored actions adapted to each stage of project development and progress.

Additionally, the CDEP has played a central role in supporting the project's three strategic pillars:

- **Capacity Building**, by increasing awareness and providing access to training materials and methodologies.
- **Tailored Advisory Services**, by promoting knowledge-sharing and facilitating access to expert guidance.
- **Matchmaking**, by creating networking opportunities that connect public procurers, SMEs, and investors to foster the adoption of innovation in healthcare procurement.

1.4 Methodological approach

The CDEP was developed within the first six months of the project. At that time, the primary objective was to effectively communicate InnoHSupport's goals, expertise, services, and progress to a wide range of audiences through a series of mechanisms implemented over four stages.

The CDEP encompassed four stages that strategically guided stakeholder engagement and participation:

1. **Awareness**: In this stage, the objective was to create awareness among stakeholders about the identified need that InnoHSupport aimed to address. Stakeholders realized there was a problem or need and were open to a solution (Innovation Procurement Capacity Building and Service).

2. **Consideration**: Once stakeholders had become aware of the problem or need, they entered the consideration stage. Here, their focus shifted toward clearly defining their own requirements and determining whether InnoHSupport's offerings and solutions aligned with their needs.

3. **Decision**: At this critical stage, stakeholders had reached a point where they needed to make a decision regarding their level of engagement with the InnoHSupport project. The project team strategically emphasized the distinct value proposition of the solution, showcasing how it addressed stakeholders' specific needs and challenges. By effectively communicating the tangible outcomes and potential impact of the project, the goal was to inspire stakeholders to actively contribute to and support its objectives. This included encouraging uptake of project outputs or participation in project activities (e.g., Open Calls).

4. **Loyalty**: Once stakeholders had made the decision to engage with the InnoHSupport project, efforts focused on fostering and maintaining their loyalty. It was understood that their continued involvement and dedication were key to the project's long-term success. To achieve this, the team continuously delivered value to stakeholders, offering opportunities for ongoing learning, collaboration, and growth. By nurturing relationships with stakeholders, the project aimed to cultivate a community of engaged participants invested in its success. These loyal stakeholders held the potential to become advocates, actively promoting and endorsing InnoHSupport within their networks and spheres of influence.

By strategically navigating each of these stages, the project was able to engage stakeholders, strengthen their commitment and participation, and cultivate a supportive community around InnoHSupport through various communication and dissemination mechanisms, including:

- Identification of key messages
- Use of multi-channels
- Leveraging InnoHSupport partners' networks
- Monitoring and evaluation
- Organization of events and workshops

The strength of InnoHSupport's mission lay in the collaboration of its consortium, composed of seven partners representing a diverse range of organizations. Each partner brought extensive expertise, networks, and stakeholder relationships to support the Innovation Procurement Capacity Building efforts and ensure the success of the project. By leveraging their established communication platforms and channels—including websites, social media accounts, newsletters, and networks in health and innovative procurement—the consortium significantly advanced the CDE objectives. These platforms served as powerful tools for disseminating and communicating the project's results and key offerings.

Overall, the methodological approach used to promote InnoHSupport aimed to deliver targeted, engaging, and measurable communication activities that effectively conveyed the project's goals, generated stakeholder interest and support, and fostered meaningful engagement. Based on analysis and monitoring results, the CDEP was expected to be revised and updated accordingly to build on lessons learned and enhance its future impact.

The compilation of this report followed a transparent and collaborative methodology. Inputs were gathered from all consortium partners through structured requests and individual exploitation plans. Progress was tracked using the Communication and Dissemination (C&D) Tracker introduced in D5.2, alongside project KPIs, website analytics, and social media metrics.

2 Target Groups

The target groups identified by the InnoHSupport project include the entire innovation ecosystem, including public and private procurers, state-owned enterprises, SMEs and start-ups, research and technological organisations, innovation agencies, and other public bodies responsible for promoting innovation procurement.

The Table below (Table 6), captures the target groups, and the segments within them, relevant to achieve and diffuse the ambition of InnoHSupport. Understanding these profiles in the value chain is essential for the desired impact. The separation of target groups does not aim to neglect the importance of them, but rather it aims to provide the consortium with focus points for communications and dissemination activities based on the ever-changing needs of the project, and deliver the message aligned with the needs of the specific target group.

TARGET GROUP	SEGMENTS	
Public and private procurers (eg. Healthcare providers)	• Public and private hospitals • Nursing homes and rehabilitation centres • Public health departments	• Other healthcare service providers (healthcare centres, community clinics)
Key Message *Enhance your healthcare procurement strategies with innovative solutions and capacity-building opportunities to drive efficiency, cost-effectiveness, and improved patient care.*		
Activities in Y1 In Year 1, public and private procurers were at the core of the communication and engagement efforts. Executives and managers from hospitals, healthcare facilities, and public health authorities were directly targeted through the launch of multiple Open Calls, with supporting webinars and informative materials. Dissemination occurred via LinkedIn posts, direct email invitations, and presentations at sectoral events (e.g., Procure4Health Final Event, Big Buyers Event etc).		
Solution suppliers (eg. Medical equipment suppliers)	• Tech SMEs/ startups • Spin-offs & RTOs	• Large tech and pharma industry • Research and technological organisation
Key message		

Engage with public and private procurers through matchmaking and advisory services to bring cutting-edge healthcare solutions to market and scale your impact.

Activities in Y1

Suppliers were engaged primarily through the Open Calls for innovative suppliers, offered in two cohorts. TT and ECHA led the design and promotion of dissemination webinars and leaflets to explain the application process and the benefits of joining the initiative. These efforts were supported by social media promotion and dedicated webinars. Many of these suppliers were also introduced to AGORA and encouraged to create profiles for future engagement. TT and ECHA are currently planning the first Matchmaking Event for suppliers (Section 3.5).

Payers	• Insurance companies • Public insurance funds	• Funding organizations • Public funding payers (Regional or national)

Key message

Support innovation adoption in healthcare procurement by fostering sustainable reimbursement models and funding mechanisms that ensure value-driven care solutions.

Activities in Y1

While outreach to payers was more limited in Year 1, initial steps were taken to introduce this group to the project via thematic discussions in webinars, particularly those focused on innovation adoption barriers and value-based procurement. These actors will be further engaged through future AGORA content and the project's communities.

Innovation enablers	• Innovation agencies • Other public bodies responsible for promoting innovation procurement in the healthcare ecosystem	• Investors • Standardization bodies • Accelerators • Academic communities and Researchers

Key message

Strengthen the healthcare innovation ecosystem by bridging the gap between research, industry, and procurement through collaboration, knowledge-sharing, and standardization.

Activities in Y1

Innovation enablers were reached through InnoHSupport's communication channels. The two informative webinars for the supplier cohorts created opportunities for thought leadership on how PPI can support systemic change in healthcare. Partners like UT and Tech Tour further engaged with academic institutions and accelerators through the development of the Toolkit, AGORA resources, and contributions to upcoming semi-scientific dissemination outputs.

European innovation ecosystem facilitators	• EIT Health • EIC	• European Enterprise Network • Startup Europe etc.

Key message

Drive the future of healthcare procurement by leveraging your expertise, resources, and networks to scale innovation adoption, foster collaboration, and create a more connected and sustainable European healthcare ecosystem.

Table 1 *Target Groups*

3 Communication & Dissemination activities Year 1

This section provides a comprehensive overview of the communication and dissemination actions carried out during the first year of the InnoHSupport project (M1-M12), as defined in the CDEP, D5.2. The following subsections (2.1 to 2.13) are structured around the key channels, tools and strategic activities deployed to raise awareness, support stakeholder engagement, and promote project outcomes across multiple platforms and formats.

Section 2 covers both digital and in-person communication efforts, including the development of the project website, social media campaigns, visual materials, participation in events, stakeholder targeting strategies, and the launch of strategic platforms such as AGORA and the integration with Healthcare Buyers Community. It also presents progress in monitoring indicators and alignment with Horizon Europe communication standards. The content aims to provide both qualitative insights and quantitative evidence of outreach and performance, laying the groundwork for the Year 2 communication strategy.

3.1 Project website

The InnoHSupport project website (https://innohsupport.eu/) was launched in M3 (29 November 2024) as a key pillar of the project's CDEP, detailed in Deliverables 5.1 and 5.2. Developed and maintained by the WP5 leader, the website serves as the main public-facing platform, aimed at raising awareness, supporting engagement, and disseminating results throughout the project's lifecycle. It is fully aligned with the project's visual identity and strategic communication goals.

As of M12, the website features six main sections:

- **Home**: provides an overview of the project, including its pillars, objectives, and latest updates.
- **About:** introduces the project's background, mission, and consortium partners.
- **Communication:** hosts news updates, events, recorded webinars, and (soon) podcasts.
- **Open Calls:** presents all opportunities for healthcare providers and innovative suppliers, each with a dedicated sub-page, including guidelines and application forms.
- **Resources**: will include all public deliverables, policy briefs, reports, and key publications.
- **Contact:** Includes the contact form, details of the project coordinator and communication lead.

All sections were developed with a clear, accessible, and user-friendly design based on the branding guidelines and visual identity defined in D5.2.

Over the course of Year 1, the InnoHSupport website evolved from a basic launch version into a dynamic dissemination and stakeholder engagement tool. Key additions and milestones include:

- **Open Calls:** the website successfully supported the launch of 7 Open Calls. At the end of Y1, 4 Open Calls remain open, each with a dedicated page hosting all relevant documentation and application forms (Figure 1).
- **News and Events:** this section has been continuously updated to report on project milestones, internal events, partner activities, and participation in external initiatives. For further details, refer to Section 2.5 and 2.6 of this report.
- **Webinars:** this page is populated with recordings and descriptions of InnoHSupport's online sessions. These include capacity-building events, thematic discussions co-hosted with external partners and EU initiatives, as well as informative sessions organised by WP leaders dedicated to the Open Calls.
- **AGORA Integration:** technical and design preparations for embedding the AGORA platform into the website have been completed. Continuous

updates are planned in line with the project timeline and user needs (Section 2.10).

Figure 1 *Open Calls page*

3.1.1 Metrics and Monitoring of Google Analytics Data

To assess user interaction and optimise content, the InnoHSupport website includes Google Analytics, which provides detailed insights into visitor behaviour and platform performance. This monitoring approach, introduced at launch (M3), supports both continuous improvements and formal reporting under this deliverable and the upcoming D5.4 (due by M24), related to Year 2.

Table 1 below summarises the key metrics collected between M3 and M12.

Metrics	
Total unique users	6344
Total sessions	7865
Average session duration	2 min 48
Bounce rate	59.17%
New vs. returning visitors	6339 VS 398
Top performing pages	1. Home 2. Open Calls 3. About
Traffic source	
Organic search	201
Direct traffic	3574
Social media referrals	204
Referral links from partner websites	108

Table 2 Website metrics

Regarding the **Geographic reach**, most visitors came from project partner countries (Spain, Belgium, Finland, France, Germany, and Ireland), with additional traffic from the UK and Italy.

Analytics data can now inform several strategic actions for Year 2 to better align website performance with project goals.

3.2 Social media channels

Social media has been a central element of InnoHSupport's digital outreach strategy. Dedicated channels were launched in the first months of the project and have been used consistently to promote activities, share results, and engage target audiences in a dynamic and accessible format.

The InnoHSupport project is currently active on three main platforms detailed below.

3.2.1 LinkedIn

LinkedIn has been the most active and impactful channel for InnoHSupport's social media engagement, with 255 followers. It is widely used by professionals in the healthcare innovation and public procurement sectors, making it an ideal platform

for sharing project updates, event invitations, partner activities, and key results. The communication strategy on LinkedIn follows a regular posting schedule, typically four posts per month, covering the launch of Open Calls, news from events, capacity-building activities, and related EU policy developments. All partners contributed to amplify the posts through their institutional accounts to maximise visibility and reach within their networks.
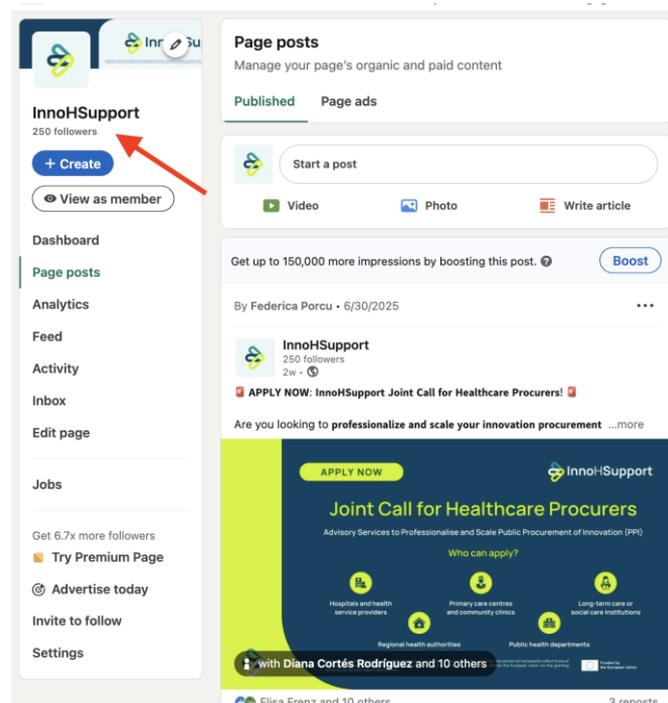
Figure 2 *LinkedIn*

3.2.2 Twitter (X)

Although the project has an active account on X, the platform has not been a key focus of the dissemination strategy. This is primarily due to its limited use among stakeholders of EU-funded projects, where LinkedIn consistently offer higher engagement rate. Key actors in the EU innovation and healthcare ecosystem, such as public procurers, policy-makers, and SMEs, tend to be more active and engaged on LinkedIn, where professional networking, knowledge exchange, and sector-specific content are prioritized.

Moreover, due to growing concerns from public institutions and civil society about the spread of misinformation and hate speech on X, several governmental and academic organisations have significantly reduced or discontinued their activity on the platform.

This decision also reflects the target group analysis defined in D5.2, which highlighted that healthcare procurers, SMEs, innovation agencies, and policy-makers primarily engage through professional platforms (e.g., LinkedIn, AGORA, Healthcare Buyers Community, and EU-level newsletters). By aligning dissemination tools with these preferences, InnoHSupport ensures that its resources are invested in channels most relevant to its stakeholders, reinforcing the strategic alignment between communication tools and audience needs.

For these reasons, we consider it appropriate to reduce the use of X in Year 2 and instead focus our efforts on LinkedIn and relevant EU initiative newsletters to maximise visibility and impact.
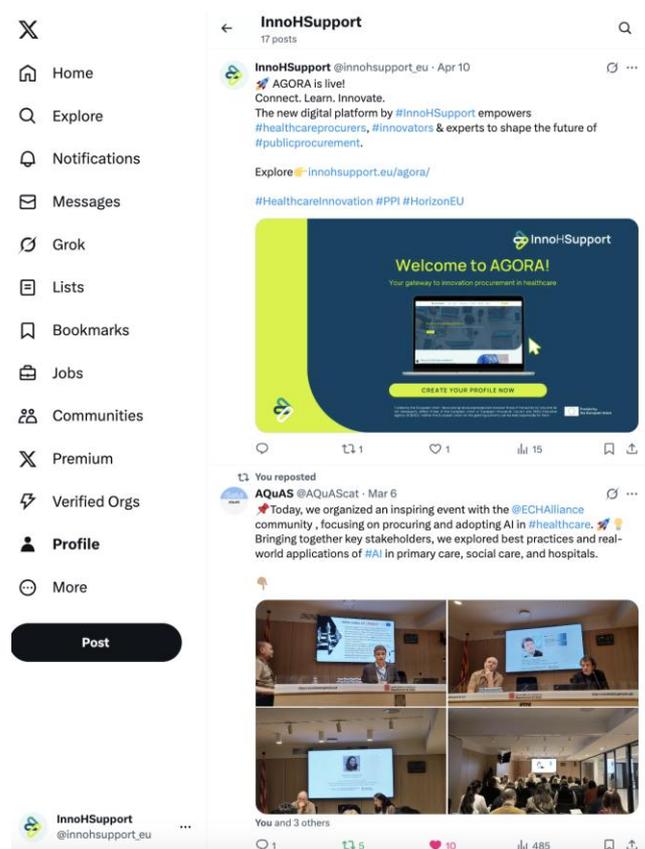
Figure 3 Twitter (X)

3.2.3 YouTube

A dedicated InnoHSupport playlist has been created within the WP leader's official YouTube channel. This playlist hosts all webinar recordings, ensuring that sessions

remain accessible for future reference. Videos are uploaded regularly and so far, include:

- Informative webinars on Open Calls
- Capacity - building webinars
- Dissemination videos

All videos are published with standard branding, titles, and descriptions, maintaining a consistent and professional appearance (see Section 2.5.2).
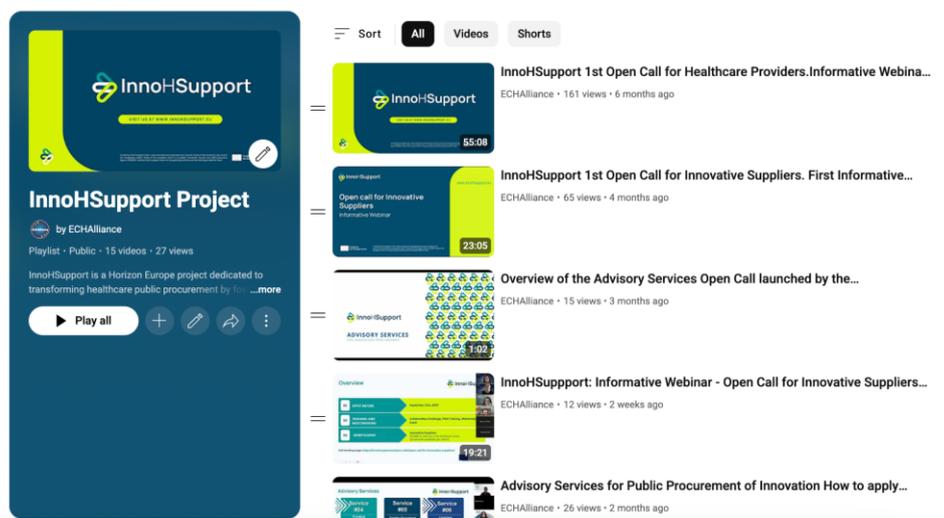
Figure 4 *Youtube playlist*

3.3 Communication & Dissemination Campaigns

Several communication and dissemination campaigns were developed during the project´s first year. with particular focus on the different Open Calls and the engagement of diverse actors and organisations across the innovation ecosystem.

Social media has been a key pillar of InnoHSupport's communication strategy, with dedicated channels (Section 2.2 above) established early in the project to support visibility, engagement, and outreach.

The social media plan is a **living document** and has been regularly updated to reflect the evolving nature of the project and its activity lines. In line with the CDEP,

InnoHSupport's campaigns have been designed to support the three main pillars of the project:

- Capacity building
- Inventory of innovation procurement advisory services
- Collaboration and matchmaking

During Year 1, the following campaigns were developed and disseminated across social media channels:

Name	Content	Time
Project launch	Dissemination of the 1st Press Release regarding the kick-off of the project and the launch of the project website.	M1
Open Calls	Dissemination of the following Open Calls: - Healthcare Providers - Innovative Suppliers (1st and 2nd cohort) - Master Class programme - Train for trainer programme - Joint call for procurers Each campaign consists of a series of LinkedIn posts combined with corresponding visuals and leaflet. These materials are shared with the consortium to support dissemination efforts. Consortium members are encouraged to translate the content into their respective languages to enhance effectiveness and reach.	Ongoing
AGORA launch	Official launch and dissemination of the AGORA.	Ongoing
Meet our partners	This social media campaign will introduce and highlight the organizations involved in the InnoHSupport project. Through a series of dedicated posts, the campaign will showcase each partner's role, expertise, and contributions to the project, fostering greater visibility and engagement within the healthcare innovation ecosystem.	Planned for Y1, rescheduled to the beginning of Y2
Meet our community	Specific campaign dedicated to the InnoHSupport community and experts. As part of this campaign,	Ongoing

| | several webinars were promoted and their recordings disseminated (see Section 2.5.2). | |

Table 3 Social media campaign launched and planned

The two campaigns, originally planned for Year 1, have been rescheduled to the beginning of Y2 to better align with the project's evolving priorities. During the first year, communication efforts were primarily focused on the development of the website, the promotion of Open Calls, and the creation and dissemination of the AGORA platform.

3.4 Audio-visual material

Visual materials have been developed to support social media campaigns and facilitate a clearer understanding of the project's mission. Additionally, other visual materials such as Use cases infographics and best practices, have been developed to disseminate and promote other project´s activities and results. Below is the updated list of materials produced since the project's start:

- Project's deck for the consortium (Annex 1)
- 6 visuals for each Open Call campaign (12 visuals in total)
- 6 leaflets created for the Open Calls for healthcare providers, innovative suppliers, the Master Class programme, and the Train-the-Facilitator programme (Figure 5)
- Methodology infographic
- Infographic on use cases (Figure 6)
- Webinar visuals (Section 2.5.2)
- 1 visual for the launch of the podcast (Section 2.5.3)
- visual (GIF) for all Open Calls (Figure 7)
- 13 visuals (GIFs) for the AGORA campaign (Figure 8)
- Dissemination videos for the Open Call for healthcare providers, Video 1 and Video 2, were created by the WP3 leader, Ticbiomed.

Some of these materials are available in the project's toolkit, accessible through AGORA. Additional materials will continue to be produced according to the

project's evolving needs and those of the partners, with translations provided into national languages where relevant.

Figure 5 *Example of Open Call leaflet - Master Class Participants (two sides)*

Figure 6 *Example of use case infographic*

Figure 7 *Latest visuals for Open Calls*

*Figure 8* *Examples of visuals for AGORA campaign*

3.5 Events

3.5.1 Participation in Events

During Year 1, InnoHSupport organised and participated in a total of **7 events**, both online and in person. The following table (Table 3) provides an overview of these key events, including those organised by project partners as well as relevant external.

| Event	Description	Time
Procure Innovation EU Training	During the Procure Innovation EU Training Programme held in **Alicante** (Spain) - SILO (project coordinator)	14- 18 October and the 4th to the 8 November 2024.
Health Procurement Thematic Innovation Ecosystem (TIE) - Procuring and adopting AI	During the Mobile World Congress in **Barcelona** (Spain), ECHAlliance, together with AQuAS, hosted the Thematic Innovation Ecosystem (TIE) event dedicated to European projects focused on health procurement. (Figure 9)	6 March 2025
PROCURE Webinar - How to Test Innovation Procurement Using a Cheap, Quick, and Easy Approach	Online event organised by the PROCURE project, during which partners from SILO and Ticbiomed presented InnoHSupport. (Figure 9)	27 March 2025
ISPERA Conference	Professors Klaas Stek and Carolina Belotti Pedroso presented the paper *"Adapting ProcurCompEU for Innovation in Healthcare Procurement: A Competency Framework Approach"* (Section 3.7) at the ISPERA Conference in **Rotterdam** (The Netherlands) on April 1st.	30 March - 2 April 2025
Big Buyers Event	The Big Buyers Working Together (BBWT) annual event, held in **Helsinki** (Finland), focused on how public buyers can drive a more sustainable, social, and innovative Europe. BBWT aims to strengthen collaboration between public buyers with strong purchasing power and promote	20-25 March 2025

	the wider use of strategic public procurement for innovative and sustainable solutions. Partners from Ticbiomed and SILO presented the InnoHSupport project.	
Procurement in health for uncertain times	During the final event of the Procure4Health and PROCURE projects, held in Madrid (Spain), SILO, InnoHSupport's project coordinator, organized an event aimed at fostering the exchange of knowledge, experiences, and best practices among professionals and stakeholders in the health procurement sector. The InnoHSupport project was presented by Diana Cortés from SILO during the session *"Transforming Public Buying: Key Initiatives and Tools for Innovation."*	20-21 May 2025
Creating Proposals for EU Grants Calls	The EDIH HEALTH HUB led the interactive online workshop Creating Proposals for EU Grants Calls that is tailored for health-focused EDIH members, designed to strengthen their capacity in preparing competitive EU funding proposals.	23 May 2025

Table 4 InnoHSupport events Y1
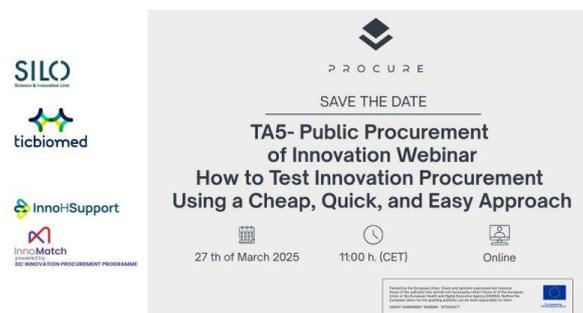
Figure 9 Example of events visuals

Moreover, WP5 and WP4 leaders are preparing together the first InnoHSupport Matchmaking Event titled *"Connecting the dots for better Healthcare Procurement in Europe"* which will take place on 2 October 2025 (Figure 10). The registration link for the event is already available, and the dissemination campaign began on July 25, 2025.
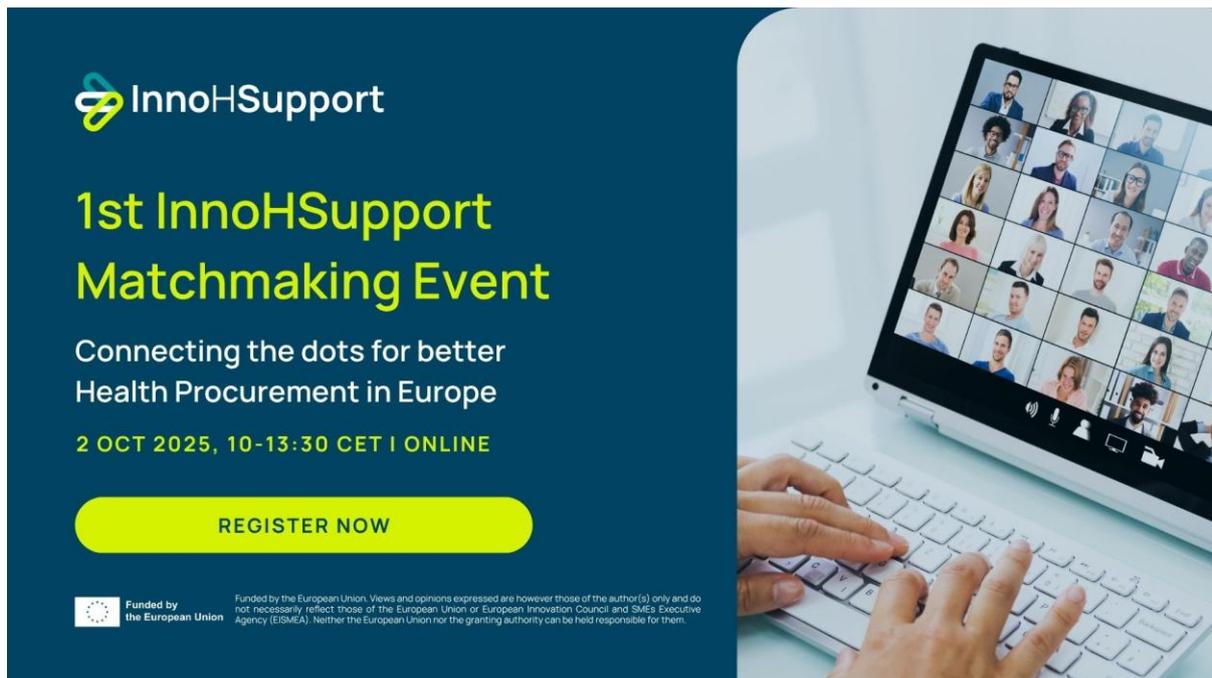
Figure 10 *Visual 1st InnoHSupport Matchmaking Event*

3.5.2 Webinars

Webinars have been a key tool for information dissemination and capacity building within the InnoHSupport project. These online sessions are designed to efficiently reach a wide and diverse audience, offering clear guidance on Open Calls, updates on project activities, and engaging discussions on specific topics related to Public Procurement of Innovation (PPI).

The WP3 and WP4 leaders, with the support of WP5 have organised information and dissemination webinars aimed at supporting applicants in the Open Calls for healthcare providers and innovative suppliers. Table 4 provides all the details regarding these webinars.

Title	Date	Attendees	Recording
InnoHSupport 1st Open Call for Healthcare Providers. Informative Webinar: Call Advisory Services.	14.01.2025	25	https://www.youtube.com/watch?v=p82EZX-X8GY
InnoHSupport 1st Open Call for Healthcare Providers: HOW TO APPLY?	28.01.2025	17	https://www.youtube.com/watch?v=L8lx-4Cigtc
InnoHSupport 1st Cohort Open Call for Innovative Suppliers. First Informative Webinar.	20.02.2025	26	https://www.youtube.com/watch?v=3X4VNY7Rf_w
InnoHSupport 1st Open Call for Healthcare Providers. Informative Webinar: Call Advisory Services – Tranche 2	07.05.2025	2	https://www.youtube.com/watch?v=nqAgJx-ZRfg
Advisory Services for Public Procurement of Innovation How to apply webinar. Tranche 2	30.06.2025	16	https://www.youtube.com/watch?v=7ELdDnXQqQw

Table 5 List of Informative webinars

So far, the WP5 leader has organised two capacity-building sessions, one in June and one in July 2025. Each webinar followed a one-hour format, was hosted via Zoom, and recorded to ensure accessibility for those unable to attend live. The recordings are available on the project's YouTube playlist and website to ensure continued access.

Each webinar followed a structured format, featuring expert presentations and interactive Q&A sessions. The sessions have been promoted through the project's communication channels.

Details of the webinars are provided below.

WEBINAR #1

Innovating Public Procurement: From Policy to Practice in Healthcare

Description

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This webinar, hosted by the InnoHSupport project, explored the transformative power of innovation procurement in healthcare. By bringing together experts from innovation agencies and EU projects, the session aimed to unpack how public procurement can evolve from an administrative routine process into a proactive strategy that accelerates innovation adoption, enhances efficiency, and delivers better health outcomes.

Speakers shared practical examples, making the session particularly relevant for procurers - but also highly valuable for suppliers interested in engaging with innovation-driven procurement.

Recording available [here](#).

Figure 11 *Visual Webinar #1*

WEBINAR #2

Overcoming Cultural Barriers to Public Procurement of Innovation (PPI) in the healthcare sector

Description

Public Procurement of Innovation (PPI) holds great promise for transforming healthcare systems by addressing rising costs, aging populations, and unmet

patient needs. Yet, despite its potential, PPI adoption remains limited—largely due to persistent cultural barriers embedded within procurement ecosystems.

This webinar, hosted by the InnoHSupport project, explored how ingrained mindsets, risk aversion, and resistance to change can hinder innovation in healthcare procurement. Experts from across Europe shared practical insights and strategies to overcome these obstacles, fostering a culture of collaboration, experimentation, and long-term impact.

Recording available here.

Figure 12 *Visual Webinar #2*

We are planning two additional webinars for October and November 2025, specifically focused on showcasing successful cases from healthcare providers and innovative suppliers who, through the adoption of innovative public procurement, are helping to bring meaningful change to the healthcare system. The sessions will be moderated by partners from Ticbiomed and Tech Tour.

3.5.3 Podcast

While the original plan was to reuse webinars recordings as podcast episodes, we have identified a more effective approach by producing ad hoc podcasts of 6-10 minutes. These short, focused episodes will complement existing dissemination efforts by offering a platform for informal yet insightful conversations on innovation procurement, healthcare system transformation, and capacity-building experiences from across Europe.

A dedicated visual has already been created to support the promotion of the podcast across social media channels. Upcoming episodes will feature interviews with project partners, healthcare procurers, innovators, and policy experts - further amplifying the project's visibility and strategic messaging. The launch of the podcast series is planned for September 2025.

Figure 13 *Visual for the launch of the Podcasts series*

3.6 News content production

Throughout Year 1, news content has been served to highlight key milestones, promote project activities and outcomes, and share relevant updates with a broad audience through the project website and social media channels.

A standardised process for content creation was established early in the project, using the InnoHSupport news template and coordinated by WP5 leader. Partners have contributed articles, 13 in total, that align with project milestones and strategic objectives. The following table (Table 5) provides an overview of the news items published during Year 1, including publication dates, titles and link to the website.

Title	Date
InnoHSupport launches its 1st Online Matchmaking Event: Connecting the dots for better Health Procurement in Europe.	25 August 2025
InnoHSupport presented at "Procurement in Health for Uncertain Times"	28 May 2025
Deadline Extended – Apply Now for InnoHSupport Advisory Services!	28 May 2025
InnoHSupport selects the 1st Cohort innovative suppliers.	22 May 2025
Call for Innovative Suppliers – First Cohort applications closed on April 18th. Second Cohort applications will be admitted as from June 23rd, 2025	29 April 2025
AGORA: A Digital Hub for Innovation Procurement in Healthcare	9 April 2025
New Coaching Opportunity for Advanced Innovation Procurers	27 March 2025
InnoHSupport at the Health Procurement Thematic Innovation Ecosystem Event in Barcelona	25 March 2025
Advisory Service Call – Deadline extension to 7th April	25 March 2025
InnoHSupport open call for innovative suppliers opens on February 10th	4 February 2025

[Overcoming Cultural Barriers to Public Procurement of Innovation (PPI) in the healthcare sector](#)	16 January 2025
[Advisory services to strengthen Healthcare Innovation Procurement capacity](#)	11 December 2025
[InnoHSupport Kicks Off in Madrid](#)	25 October 2025

Table 6 *List of InnoHSupport News*

3.7 Semi - scientific dissemination

The The research conducted in WP2 focused on identifying new roles and competencies for Healthcare Procurement of Innovation, for which a scientific work has been prepared. Dr Klaas Stek and Dr Carolina Belotti Pedroso presented the paper '*Adapting ProcurCompEU for Innovation in Healthcare Procurement: A Competency Framework Approach'* at the IPSERA Conference in Rotterdam (The Netherlands) on April 1, 2025. The activities in WP2 directly contribute to Task T5.2 on Dissemination and Communication. In close collaboration with other work packages, the project aims to develop and share relevant publications and articles, including semi-scientific outputs that bridge academic insights with practitioner relevance. All publications will follow FAIR and Open Access principles to ensure broad accessibility and impact.

As part of the dissemination strategy, at least two semi-scientific publications will be developed and published during the project period. These will be distributed through the project's communication channels, including the InnoHSupport website, the website of UTwente, the Agora platform, and the project toolkit. Additionally, findings will be shared via practitioner-oriented journals, targeting procurement professionals and healthcare stakeholders. This approach ensures that the insights from the study reach both academic audiences and frontline professionals engaged in innovation procurement across Europe.

3.8 Traditional media coverage

In line with the InnoHSupport CDEP, traditional media channels, including press, radio, and television, are considered important vehicles for reaching broad and

local audiences with the project's key messages. During the first year of the project, however, no coverage in traditional media has been achieved.

This outcome is partly due to the strategic prioritisation of digital communication activities during the initial project phase, which focused on establishing the project's visual identity, launching its website and social media presence, and initiating stakeholder engagement through online channels. These foundational steps aimed to build visibility and credibility, setting the stage for more impactful traditional media outreach in the next phases.

3.9 The AGORA

During the first year of implementation, substantial progress has been made in the development and deployment of the Innovation Procurement AGORA, a central asset of the InnoHSupport initiative (WP4). The platform is currently fully operational and publicly accessible through the official project website, with the exception for the "Showcase" section. This component is scheduled for activation with the launch of the online collaborative challenge sessions and the online pitch training sessions, both of which are foreseen under Task 4.1 (Suppliers showcase and matchmaking), from WP4. These upcoming activities are instrumental to enabling the full functionality of the Showcase area, which is designed to facilitate visibility, engagement and market uptake of innovative solutions identified through the project's procurement-related actions.

AGORA is conceived as a digital, interactive and user-oriented space designed to foster matchmaking, knowledge exchange, and collaboration among stakeholders engaged in healthcare innovation procurement across Europe.

Following the roadmap established in Deliverable 4.3, AGORA has been structured around five main functional spaces:

1. **Relevant Events:** A dynamic calendar aggregating national and EU-level events, including conferences, workshops, matchmaking sessions, and procurement-related webinars, allowing users to identify opportunities for collaboration and capacity building.

2. **Toolkit:** A curated and comprehensive repository of digital learning resources and practical tools developed within the project, complemented by relevant external materials. The Innovation Procurement Learning Toolkit supports stakeholders, especially those with limited experience, in understanding procurement goals, navigating implementation challenges, and acquiring key skills. It includes methodologies, templates, recorded sessions, and case studies to foster strategic planning, cross-functional collaboration, and a cultural shift towards innovation in healthcare procurement.

3. **Meet the Experts and the Community:** This section integrates the expert database developed under Deliverable 4.4 and the Healthcare Buyers Community (HBC). It enables users to identify and connect with experts in procurement and innovation, while facilitating peer exchange and community building among European public buyers.

4. **Open Calls**: A continuously updated area where users can access information on ongoing and upcoming public procurement calls, funding mechanisms and advisory service opportunities related to healthcare innovation.

5. **Showcase (Pending Launch):** This section, to be activated in the second year of the project, will provide a space for suppliers and solution developers to present innovative technologies, products and services, aligned with public demand and unmet needs identified through InnoHSupport.

From a technical perspective, AGORA has been fully embedded within the InnoHSupport website infrastructure (Deliverable 5.1), with a unified design and architecture ensuring intuitive navigation and content accessibility. The platform is free and openly available, with customised access and content visualisation according to user profiles.
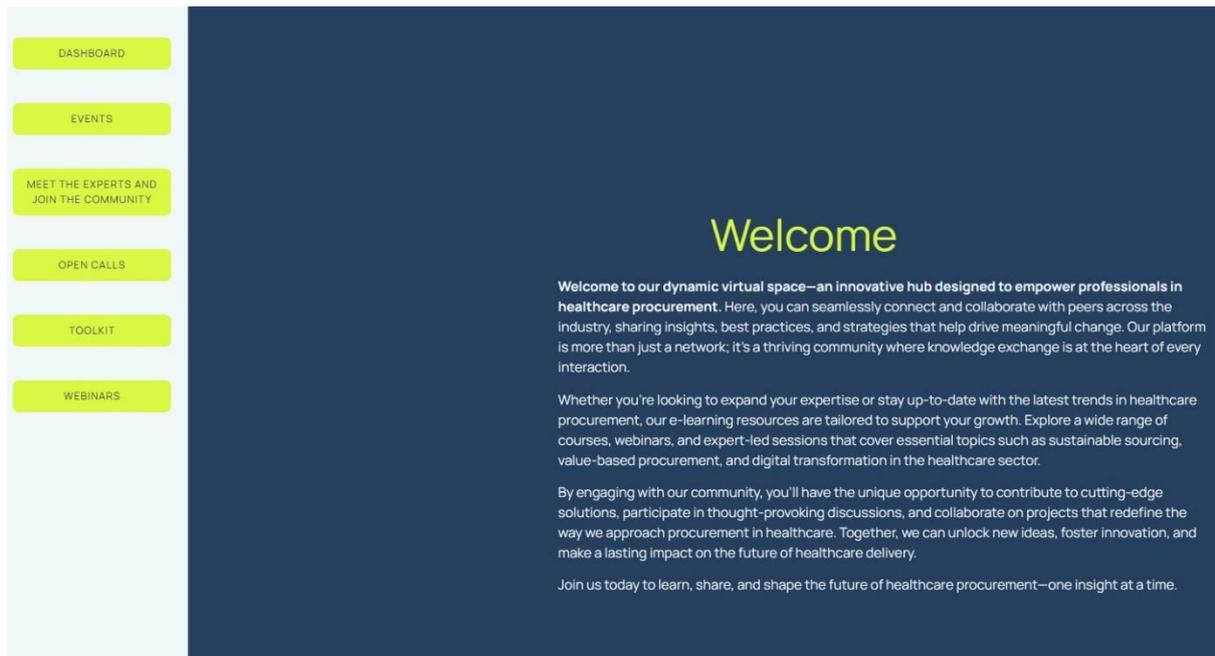
Figure 14 *AGORA interface and welcome page*

AGORA plays a strategic role in consolidating outputs from various tasks and deliverables across WP4 and WP5, including:

- D4.3: Innovation procurement Agora.
- D4.4: Expert Network.
- D4.5: Repository of Best Practices.
- D5.1: Project website.
- D5.2: Communication, Dissemination and Exploitation Plan.
- D5.4. Communication, Dissemination and Exploitation Report Y2.

Its implementation supports the broader goals of InnoHSupport by enabling cross-border collaboration, accelerating adoption of innovation procurement practices, and creating a sustainable digital ecosystem for healthcare procurers, suppliers and funders.

To ensure visibility and stakeholder engagement, AGORA has been promoted through dedicated events, mailing campaigns, project webinars and strategic networking activities with European clusters and competence centres. The platform has also been demonstrated during the Joint Call launches, strengthening its function as a central engagement hub.

The platform will continue to evolve during the second year of the project, with new functionalities, expert contributions and service modules being integrated progressively, particularly in relation to advisory support and knowledge transfer.

3.10 The role of the Healthcare Buyers Community

Over the past year, **the Healthcare Buyers Community (HBC)** has emerged as a key enabler within the InnoHSupport ecosystem—**not just as a platform for dialogue, but as a growing force for structured collaboration, community building, and strategic procurement transformation** across Europe.

Initially envisioned as a dissemination and networking channel, the HBC has developed into a **functioning digital ecosystem** where procurement professionals, experts, and innovators converge to explore challenges, share knowledge, and co-develop solutions. Its evolution reflects a growing demand among healthcare stakeholders for accessible, cross-border, and sector-specific spaces to tackle issues like **value-based procurement, sustainability, innovation adoption, and digital transformation.**

Hosted and managed by Health Proc Europe, in collaboration with the European Health Public Procurement Alliance (EHPPA) and HealthPRO Canada, the HBC now brings together **nearly 800 members** marking a substantial growth of nearly 300 members since the mid-term reporting phase. This expansion is both a sign of relevance and an opportunity to amplify the collective impact of projects like InnoHSupport.

Over the past six months, the HBC has matured into a **central resource for strategic procurement topics**, including **innovation procurement, sustainability, value-based healthcare, and the application of AI** in procurement. It serves as a digital "home base" for procurement professionals, fostering **interactive knowledge exchange**, peer learning, and cross-border networking through forums, curated content, and digital tools.

A major milestone has been the **integration of InnoHSupport into the HBC ecosystem**. This includes:

- A **public-facing landing page** showcasing project updates, key resources, and a direct link to the AGORA platform.
- Two **dedicated communities:**

- o An **open InnoHSupport space**, accessible to all registered HBC members, enabling broad engagement and visibility.
- o A **closed expert community**, exclusively available to pre-approved InnoHSupport experts and consortium members, accessible through AGORA. This space supports focused dialogue, collaboration, and knowledge sharing on healthcare innovation procurement.

In a notable development, the HBC has also been selected as the **legacy platform for two other EU-funded projects—Procure4Health and PROCURE**—to ensure post-project sustainability of outputs and networks. This positions the HBC not just as a communication tool, but as a **strategic sustainability enabler** across multiple EU initiatives that offers additional value simultaneously to the InnoHSupport project.

The HBC's role within InnoHSupport is twofold:

1. **Amplification and matchmaking**: It extends the reach of the project's communication and engagement efforts, serving as a complementary dissemination gateway alongside AGORA.
2. **Skills development and ecosystem connection**: It provides procurement professionals with a space to access project content, join discussions, and enhance their competencies through exposure to innovative practices and expert insights.

As the platform continues to expand, new InnoHSupport members and experts are being onboarded systematically to ensure relevance, quality dialogue, and progressive collaboration within the community.

Our Communities

Figure 15 Communities inside the Healthcare Buyers Community dedicated to InnoHSupport

Figure 16 InnoHSupport dedicated space for experts inside the Healthcare Buyers Community

In parallel to the AGORA being an essential part within InnoHSupport, the

Healthcare Buyers Community serves as an additional gateway into the projects' resources, information and events and is an additional way to drive dissemination and engagement. It is helping increase accessibility to the project, offering healthcare providers and other stakeholders' information and a pathway to enhance their skills, through cooperation in the projects' open calls.

3.11 Featuring InnoHSupport through Horizon Europe C&D tools

The project aims to fully leverage and benefit from Horizon Europe dissemination tools to maximise its outreach and foster its exploitation and sustainability potential. While Year 1 focused on establishing a strong identity for the project and its core tools, Year 2 will focus on maximising impact through targeted dissemination via these platforms:

- CORDIS: CORDIS is a vital source of information about EU-funded research and innovation. It provides access to detailed descriptions and key results of more than 150 000 projects which have the potential to change the world and our lives for the better.
- Horizon Results Platform: Matchmaking platform for EU-funded beneficiaries to showcase their research results and maximise their chances of being discovered by the right audiences for exploitation purposes.
- Horizon Results Booster: Free services for R&I Framework Programme beneficiaries to enhance their dissemination and exploitation activities and maximise the impact of EU funded research results.
- Success stories: A database of projects and success stories of EU-funded Research and Innovation. Explore them by country, theme, framework programme and more.
- Innovation Procurement Newsletter: A newsletter hosted by the Digital Single Market Newsroom.

The Project Coordinator, in collaboration with ECHAlliance as the WP5 Leader, will evaluate and jointly determine which achievements to share with the European Union services.

3.12 Progress and impact monitoring

In order to monitor the Communication and Dissemination activities the consortium used a dedicated Communication and Dissemination Tracker (C&D Tracker), a tool for monitoring and reporting dissemination activities, estimating the total reached audience, and tracking progress against WP5 KPIs, ensuring effective tracking and yearly reporting (Table 7). This tool is provided to all partners in the form of a spreadsheet and is available in the project's repository (see D5.2).

Year 1 monitoring shows that InnoHSupport successfully established its communication foundations, with strong performance in visual identity, website traffic, LinkedIn engagement, and the number of news items published. However, underperformance was observed in outreach via X/Twitter and traditional media, highlighting the need to prioritise professional platforms and diversify dissemination channels in Year 2. Strengthening community activation through AGORA and the Healthcare Buyers Community will also be key to sustaining impact.

Communication and Dissemination KPIs			
Item	**Description**	**KPI**	**Y1**
Visual identity	Develop and establish a cohesive visual identity for the project.	M3	✓
Website	Launch and maintain an informative, user-friendly project website.	M3-M4	✓
QR Code	To direct to the website with relevant information, easily accessible by a mobile device.	M4	✓
Press releases	Launched once a year (and additional, if necessary) to announce major project advances. Maximize use of partners' in-house communications channels to share press releases.	Once a year	✓

Blog posts (News)	Streamlined content strategy that includes blog tidbits (e.g., progress of the project, open calls announcement etc.). Topic-focused blog posts (e.g. the role of cultural change in innovation procurement, procurers-suppliers communication and collaboration)	General (Monthly) Focused (every 3 months)	13 News published
Infographics	Prepare two eye-catching infographics per year to highlight either outputs or challenges being addressed.	2 per year	✓
Social media	Launch LinkedIn and X account	M3	✓
Webinars & Podcasts	Webinar recordings (via YouTube) that invite 3 expert panellists to discuss and present on a topic related to the project (content will vary according to the targeted stakeholder's perspective and needs). Webinars discussions will be released as Podcasts (made available on Spotify and project website).	4 per year	**Webinars:** available online and 2 planned for October and November 2025 **Podcast:** Planned production of ad hoc podcasts of 6-10 minutes. (Section 3.5.3)
Thematic Innovation Ecosystems (TIEs)	Coordinate with ECHA to involve InnoHSupport in TIEs held virtually for a global audience.	≥1 per year	1 in Barcelona organized by ECHA and AguaS (Section 2.5.1)
Wikipedia	Publish and update the InnoHSupport Wikipedia page.	Y2	-
Events	Participate and disseminate outputs at pre-selected strategic events.	≥3 per year	7

Outreach Workshops	Organize an outreach workshop during a relevant international event to enable a direct communication between the InnoHSupport partners and the relevant stakeholders.	≥2 per year	
Synergies	Collaboration with other projects that are relevant or have similar pursuits, including EIT Health, EIC, InnoFacilitator project, Inno Buyer project, Innovation Procurement Task Force, Healthcare Transformation Academy, Procure4Health, etc. (Figure 17)	≥3 per year	✓
Semi-scientific publications	These publications will follow FAIR and Open-access best practices to disseminate scientific publications in peer-reviewed journals and "grey" (non-indexed) alliteration.	≥2	1

Table 7 *InnoHSupport Communication and Dissemination KPIs*

Figure 17 *Example of synergies with EIC, HIPSS and InnoMatch projects*

4 Preliminary Key Exploitation Results

4.1 Methodology

As reported in Deliverable D5.2, the exploitation strategy is built upon key pillars such as identifying Key Exploitable Results (KERs), managing intellectual property, and conducting market analysis. InnoHSupport will exploit the project results in a multi-step horizon approach as follows:

- **Short-term objectives:** verify and validate through the developed capacity building tools, advisory services and cooperation and matchmaking events.
- **Medium-term objectives:** This is the period that starts with the end of the project and lasts for 12 months. The main objective of this period would be to ensure the sustainability of the services developed during the project.
- **Long-term objectives:** This final stage that starts 12 months after the end of the project and lasts for three years will focus on commercialization/deployment of results, tools, and services developed in previous phases. This phase should ensure that e.g. the capacity building course is run after the end of the project, serving a wider innovation procurement community in the European Union.

During Year 1, the WP5 leader, distributed a survey to the partners, containing questions about their expectations and contributions regarding exploitable results. The survey helped mapping the exploitable results of the project. These insights enabled the WP5 leader to gather essential information and begin defining the preliminary exploitable results of the InnoHSupport project. This initial definition will be updated and refined as the project progresses.

4.2 Exploitation on the Consortium level

The exploitation of results at the consortium level is a key strategic pillar to ensure the long-term sustainability and uptake of InnoHSupport's outcomes beyond the project duration. Exploitation at this level aims to collectively leverage the project's KERs by aligning the interests, networks, and capabilities of all partners.

According to a preliminary analysis included in Deliverable 5.2, the assets with the highest exploitable potential are:

- **Executive Education Programme**, which empowers professionals with cutting-edge knowledge and skills to drive health and social innovation.
- **Advisory Services**, which provide expert guidance to stakeholders for the effective implementation and scaling of innovative health solutions.
- **AGORA**, which offers a dynamic platform for knowledge exchange, fostering collaboration and co-creation among key actors.
- **InnoHSupport Community**, which will contribute to building a strong network of stakeholders committed to advancing innovation in health and social care ecosystems.

However, thanks to the first round of consultation with the partners, who were invited to submit their own Exploitation Plans (Section 3.3), additional KERs have been identified. Table 8 details the most exploitable assets already reported in D5.2 and lists the new KERs identified by partners in Year 1.

Key Exploitable Results (KER)	Motivation to exploit/ Market opportunity	Target sector	Barriers	Enablers
Executive Education Programme	Empower professionals with strategic procurement skills. Respond to growing demand for upskilling healthcare procurers.	Public and private healthcare procurers, health authorities, innovation support agencies, procurement professionals.	Overload of information and training offers. Limited time availability of healthcare professionals.	Established partner networks (e.g. HPE, UT), engaging formats, demand from procurement professionals.
Advisory Services	Provide expert guidance to diverse actors in the healthcare ecosystem and address gaps in PPI knowledge and readiness.	Healthcare providers (public and private), SMEs/startups, regional authorities, ecosystem actors.	Diverse levels of PPI maturity. Low awareness or prioritization of procurement innovation in	Experienced advisory partners (e.g. SILO, TBM). Existing demand for support. Strong project

			some regions.	branding.
AGORA	Enable collaboration, knowledge sharing, and matchmaking through a dynamic, digital platform for procurement innovation.	Procurers, SMEs, innovation agencies, policymakers, investors, and other ecosystem enablers in health innovation.	Need for active, sustained user engagement. Potential overlap with other platforms.	Promotion via partners' networks and events. Integration with project website.
InnoHSupport Community	Build a long-term, thematic community for innovation procurement and align with strategic ecosystem models like HBC and TIEs.	Innovation procurement stakeholders across Europe including experts, buyers, suppliers, and ecosystem builders.	Fragmentation of stakeholders and varied levels of engagement or digital readiness.	Support from the HBC platform. Partners networks. ECHA Thematic Innovation Ecosystems.

Other Key Exploitable Results identified by the Consortium Partners in Y1

1. **Masterclass canvas webpage** (UT): A dedicated digital repository of materials and lectures from the Masterclass programme, offering long-term access to procurement training content for public buyers and innovation intermediaries.
2. **Toolkit** (TBM, TT): A collection of learning materials, methodologies, templates, best practices, and case studies to support innovation procurement and demand-driven innovation processes. The toolkit serves as a practical guide for both buyers and solution providers.
3. **Best practices and webinars** (TT, SERMAS): Webinars and interactive learning formats designed to showcase real-world PPI practices and support stakeholder engagement in procurement transformation.

Sustainability Plan

The sustainability plan will be developed during Year 2, following the multi-phase exploitation strategy defined in D5.2. After gathering the first round of partner level exploitation strategies, the initial inputs have been consolidated. The sustainability strategy will build upon the **six KERs identified during Year 1**:

- Executive Education Programme
- Advisory Services
- AGORA
- InnoHSupport Community
- Masterclass canvas webpage
- Toolkit

In line with the project's Route to Exploitation (D5.2), the plan will evolve from the initial engagement and validation phase (Months 1–12) to a transition phase (Months 13–18), during which the following activities have already been identified to support the long-term sustainability of project results:

- **Executive Education Programme:** certification (ECTs, micro-credentials, etc.) will be investigated to strengthen the attractiveness of the capacity building program.
- **Advisory Services:** cheaper and faster ´packaged service delivery´ will be sought for the innovation procurement methodologies developed in WP3.
- **AGORA:** a funding model will be explored to guarantee that it is kept running, fed, and opened, serving a wider innovation procurement community in the EU. Thus, Innovation Procurement Toolkit, Experts' Inventory, Best Practices repository, innovation procurement events, and in short, all the measures developed for matchmaking and networking will continue to be available.
- **InnoHSupport Community:** the partners will try to build synergies with existing projects and platforms to reach further audience, indeed, partners have opted to leverage existing resources like the Healthcare Buyers Community, a platform already recognized in the ecosystem (Section 2.11).
- **Masterclass canvas webpage:** This dedicated page will remain publicly accessible and maintained by key academic partners, ensuring long-term use of high-quality training materials and lectures.
- **Toolkit:** hosted on AGORA, it will be maintained and updated by consortium partners, who will continue to use and disseminate its contents through training, advisory activities, and partnerships with external stakeholders.

During Year 2, the sustainability plan will also define ownership, revise partner responsibilities, and establish concrete mechanisms to ensure ongoing access to results, stakeholder engagement, and continued capacity building beyond the project's duration.

Table 8 InnoHSupport KERs

4.3 Partners individual strategies for Exploitation and Sustainability

The way each partner individually aims to exploit the project's results and benefit from its involvement in the project is summarised in the following section and will be continuously revised through the course of the project.

4.3.1 SILO

Exploitation Plan

Key Exploitable Results (KERs)	Motivation to exploit/ Market opportunity	Target sector/users	Added value to your organization	Barriers	Enablers
Advisory Services	To engage newcomers or low knowledge buyers and to consolidate and broaden reference for more experienced ones. .	Public and private buyers, especially in the healthcare sector.	Expand the network of references and the offering of quality resources on the topic of PCP/PPI, in order to further consolidate SILO's position as a knowledge leader in the sector, building on its involvement in more than 200 PCP/PPI initiatives at both national and European levels. Go a step forward in innovation procurement free trainings, by not only offering resources but a set of case examples, best practices, and hands-on cases, etc.	Several trainings are offered currently on innovation procurement. An effort must be made to distinguish the added value of the Advisory Services, covering from the initial steps to the actual contract management and implementation. Targeted both to low to high knowledge actors.	Our national and European network composed of public and private buyers, but also by potential suppliers of PPI project (SMEs, startups, universities, etc.).
Agora	Promote public-private collaboration in the social and healthcare sector to enable innovation projects.	All innovation ecosystem actors from the healthcare sector, from	Provide new tools, resources, and collaboration opportunities to our network of contacts, as well as share the impact of the initiative	Highlight the unique and added value of this space compared to other existing ones, as well as its	Our national and European network composed of public and private buyers, but also by potential

		public and private buyers to SMEs, start-ups, etc.	through its dissemination, use, and recommendation in other PCP/PPI collaboration initiatives.	potential to foster connections and expand the contact network of interested parties with various actors in the innovation ecosystem, particularly in the social and healthcare sector.	suppliers of PPI project (SMEs, startups, universities, etc.).

4.3.2 UT

Exploitation Plan

Key Exploitable Results (KERs)	Motivation to exploit/ Market opportunity	Target sector/users	Added value to your organization	Barriers	Enablers
InnoHsupport Open calls: Masterclass	To train public buyers in Public Procurement of Innovation	Healthcare Procurement executives/ Public buyers	Provide new tools, knowledge, and materials that can be used in practice aiming to foster innovation in the healthcare sector	Similar courses offered in the market. Engaging participants can be challenging due to the time they have to spend on the course	National and European contacts and network
AGORA	Provide toolkit as important resources for PPI. Resources are easily accessible	Healthcare Procurement executives/ Public buyers	Provide new tools and resources about PPI	Highlight the uniqueness of the platform as a source of tools and materials on PPI	Dissemination across our contacts at the European level
Masterclass Canvas Webpage	Design, and distribute lectures and materials used in the Masterclass on PPI for long-term access	Healthcare Procurement executives/ Public buyers	Design, train, and distribute training materials on PPI	Availability limited to the participants of the Masterclasses	Easily accessible, participants can download the materials, long-term access.

4.3.3 SERMAS

Exploitation Plan

Key Exploitable Results (KERs)	Motivation to exploit/ Market opportunity	Target sector/users	Added value to your organization	Barriers	Enablers
InnoHSupport Open calls: Education	To improve knowledges and skills to impulse PPI	Public and private buyers, especially in the healthcare sector.	To expand and consolidate SERMAS position as PPI leader in the sector	A lot of education offers (not so much specialised) in the country language. Health sector is a busy and tense sector	Our national and European contacts composed of public and private buyers, but also by potential suppliers/partners of PPI project (SMEs, startups, universities, etc.).
InnoHsupport Open calls: Advisory Services	To engage newcomers or low knowledge buyers and to consolidate and broaden reference for more experienced ones.	Public and private buyers, especially in the healthcare sector.	To expand and consolidate SERMAS position as PPI participant in the sector	Several trainings are offered currently on innovation procurement. An effort must be made to distinguish the added value of the Advisory Services, covering from the initial steps to the actual contract management and implementation. Targeted both to low to high knowledge	Our national and European contacts composed of public and private buyers, but also by potential suppliers/partners of PPI project (SMEs, startups, universities, etc.).

				actor	
AGORA	Promote public-private collaboration in the social and healthcare sector to enable innovation project. Easy access to resources, tools, opportunities and contacts	All innovation ecosystem actors from the healthcare sector, from public and private buyers to SMEs, start-ups, et	Provide new tools, resources, and collaboration opportunities to our network of contacts, as well as share the impact of the initiative through its dissemination, use, and recommendation in other PCP/PPI collaboration initiatives	Highlight the unique and added value of this space compared to other existing ones, as well as its potential to foster connections and expand the contact network of interested parties with various actors in the innovation ecosystem, particularly in the social and healthcare sector.	Our national and European contacts composed of public and private buyers, but also by potential suppliers/partners of PPI project (SMEs, startups, universities, etc.).

4.3.4 ECHA

Exploitation Plan

Key Exploitable Results (KERs)	Motivation to exploit/ Market opportunity	Target sector/users	Added value to your organization	Barriers	Enablers
Advisory Services	To meet growing demand among our global ecosystem members for tailored support in innovation procurement and to position ourselves as a go-to connector for scaling public-private collaboration in healthcare innovation.	Public and private healthcare providers, regional authorities, and innovation-driven SMEs/startups engaged in health and social care procurement.	This service strengthens ECHAlliance's role as a global facilitator by enabling us to deliver strategic value to our ecosystems through expert advisory support and structured procurement knowledge transfer.	Limited awareness or readiness among some ecosystem members to engage in structured procurement innovation programmes.	Our established network of 1100 members and 85+ ecosystems provids direct access to engaged stakeholders and early adopters, accelerating uptake and impact.
AGORA	A strategic opportunity to extend the reach of our ecosystems and strengthen our role as a catalyst for cross-sector collaboration in innovation procurement.	Healthcare providers, SMEs, public procurers, investors, and innovation agencies seeking collaboration, learning, and funding opportunities in	AGORA enriches ECHAlliance's service offering by providing a concrete digital tool to connect members globally, promote their activities, and scale engagement with procurement opportunities.	Ensuring active, sustained user engagement and platform visibility across diverse geographies and stakeholder types.	Our trusted brand, global community of members, and communication reach make us well-positioned to promote AGORA and drive meaningful participation from relevant stakeholders.

			the health procurement space.			
InnoHSupport Community		To grow and activate a long-term community around innovation procurement, aligning it with our Thematic Innovation Ecosystem model and expanding its global relevance.	Procurers, suppliers, policy-makers, investors, ecosystem builders, and innovation intermediaries.	It reinforces ECHAlliance's convening power by embedding procurement as a strategic focus within our community model, enabling deeper collaboration and thematic alignment across members.	Fragmentation of procurement stakeholders and varying levels of engagement or maturity in innovation procurement practices.	Our established methodology for ecosystem building and an existing Thematic Innovation Ecosystem on Innovative Procurement provide a strong foundation to lead, grow, and sustain this community.

4.3.5 TECH TOUR EUROPE / TECH TOUR GLOBAL

Exploitation Plan

Key Exploitable Results (KERs)	Motivation to exploit/ Market opportunity	Target sector/users	Added value to your organization	Barriers	Enablers
Established connections between the different project stakeholders	Foster the connections between InnoHSupport experts, innovative suppliers, procurers and investors to build relevant connections and partnership to enhance development of their participation in procurement processes.	Experts/ Innovative suppliers/procurers/investors.	Enhance collaboration among stakeholders in Healthcare Procurement will help Tech Tour existing network to develop their involvement in the sector.	Adapt to stakeholders' engagement and availability. Need to continue motivating them to take part to the sessions.	Project developed platform and services: Agora, matchmaking sessions, one2one meetings.
Toolkit dissemination	Enable SMEs and start-up not yet familiar with procurement processes to better familiarize and understand them.	Innovative suppliers.	Help start-ups and SMEs in Tech Tout network to familiarize with procurement.	Complexity of the procurement landscape, which may need additional individual guidance for suppliers.	Learning resources, best practices, webinars developed within the project
Agora	Important platform to strengthen the health procurement stakeholders ecosystem	Experts/ Innovative suppliers/procurers/investors.	The platform will offer our networking the opportunity to be connected to other key stakeholders in the European health procurement and offer them an easy access to	Maintain the platform active and relevant, assuring stakeholders being active.	Our contacts of innovative suppliers and experts can contribute making the Agora a point of reference for community building and resources.

			market opportunities and resources.		

4.3.6 TICBIOMED

Exploitation Plan

Key Exploitable Results (KERs)	Motivation to exploit/ Market opportunity	Target sector/users	Added value to your organization	Barriers	Enablers
Advisory Services on innovation procurement	The implementation of Public Procurement of Innovation (PPI) is increasingly encouraged at both European and national levels as a mechanism to drive health system transformation, efficiency, and sustainability. However, many healthcare organisations lack the strategy, internal processes, capacity, know-how to initiate and manage these complex processes. This creates a growing market for expert coaching and advisory support. PPI is a priority within the EU's innovation agenda (e.g. Horizon Europe, Digital Europe, EU4Health), offering funding for support services.	Public and private healthcare organisations.	Delivering hands-on coaching allows us to test, improve, and validate a scalable service model, including our methodologies, tools, and templates in real organisational settings, strengthening our offer service. Reaching 30 Healthcare Organisations gives visibility at European and national levels. The implementation process offers a unique window into the real challenges and innovation gaps in healthcare systems. These insights will inform future service development and help identify emerging market trends.	Many healthcare organisations are still unfamiliar with PPI concepts or see them as very complex and not reliable. PPI processes require the organisational alignment of the whole organisation, and there is often limited internal capacity, fragmented decision-making, or lack of cross-department collaboration to support innovation procurement processes.	The alignment with EU and national policy trends provides a unique opportunity for healthcare organisations to generate internal PPI processes so they could benefit from these opportunities. Growing demand for capacity building and training.

Toolkit	Growing demand for capacity building in PPI all across Europe due to policy pressure to innovate, but lack of existing resources and methodologies to train healthcare personnel. The toolkit is an opportunity to position itself as a ready-to-use repository that lower barriers for organisations willing to begin the PPI journey. Besides, the tagging system will allow to tailor the toolkit to a diverse audience.	Public and private healthcare organisations, policymakers, regional development agencies, regional healthcare systems, suppliers.	It helps to consolidate already existing know-how and materials into a single structured repository with reusable assets. It creates a methodological structure that may constitute a knowledge and resource database for future initiatives and projects.	Public buyers operate in highly diverse legal, cultural, and organisational environments which may result in a toolkit that does not fit all the realities, or too generic. If the toolkit is distributed without accompanying training, coaching, or user support (as in the Advisory Services), it may go unused.	Ticbiomed is committed to use the toolkit for the implementation of this typology of services beyond InnoHSupport Growing demand for structured, ready-to-use resources in the field of PPI in healthcare.
AGORA	While there are many PPI-related initiatives, there is no central, continuous, interactive space where healthcare procurers, solution providers, policymakers, experts on PPI, and legal and technical experts can exchange, co-create and leverage knowledge on PPI. Besides, the EC is pushing for more cross-border procurement, aggregation of demand, SME-friendly engagement models.	Healthcare organisations, technology suppliers, policymakers, legal experts on PPI, consultancy organisations, intermediate organisations.	TBM will benefit from the existence of a consolidated network of procurers, suppliers, and practitioners in the field of procurement innovation that could be leveraged for future initiatives and projects on PPI Increasing the base of PPI users will contribute to the refinement of the	The EU innovation environment is already crowded with platforms and communities in a huge diversity of topics. Potential users may be already overwhelmed by project platforms, EU-related portals, and social network groups. A low	Agora could constitute a think tank for future initiatives given the strong alignment with EU policy priorities and strategy. The existence of a group of members in InnoHSupport that are core to the PPI ecosystem in Europe, will facilitate the

| | | | services delivered Besides, it strengthens TBM's positioning among policymakers, healthcare organisations, and suppliers, as an experienced organisation in PPI. | engagement may end up risking the sustainability of the platform.

Achieving an initial critical mass may be challenging due to the narrow niche of the PPI. | exchange of experiences. |
| --- | --- | --- | --- | --- | --- |

4.3.7 HPE

Exploitation Plan

Key Exploitable Results (KERs)	Motivation to exploit/ Market opportunity	Target sector/users	Added value to your organization	Barriers	Enablers
Executive Education Programme	Making opportunities accessible to our procurement community to share access to training and education assets that leverage the upskilling of strategic procurement competencies	Procurers/Procurement Network partners	Promotion of high value content dedicated to our specific target group of procurement professionals. Collaboration with executives interested in procurement innovation.	Overload of information flow at recipient level resulting in limited engagements from the users' side.	Our network partners providing strategic value through the direct engagement sharing their procurement innovation expertise.
Advisory Services	Fostering and enhancing the connections among our network members to offer them added value to shape their own innovation procurement activities very specific to their needs. This offers us the possibility to further engage with our members on dedicated content to deepen relationships and help them advance in their development.	Procurers/Experts/ Procurement Network partners	Solidifying our position as a connection-building organization.	Limited interest in engaging in advisory services programmes as value did not seem compelling and other daily tasks dictate the operational scope of work of targeted recipients.	Our network partners having the opportunity to position their strategic value through expert advisory services.

AGORA	Connecting the Agora network to the HealthCare Buyers community for knowledge exchange, community building and facilitating interaction and connections, as well as providing a space for the dedicated Expert Network group.	Innovative suppliers/Procurers/Experts/Supporting organizations	Organic growth of our network.	Ensuring user engagement and interaction in the community.	The growing digital network of members that can easily be scaled.
InnoHSupport Community	Building synergies with existing projects and platforms to increase the reach and foster growing interconnected audiences. Sharing knowledge through curation of various project resources.	Innovative suppliers/Procurers/Experts/Supporting organizations	Growth of content outputs relevant to our network.	Limited reach of the project.	Previous experience in ecosystem and community building.

5 Lessons learned from Year 1

The experience of implementing communication, dissemination, and exploitation activities during Year 1 has provided valuable lessons that will directly shape the strategy for Year 2.

The key lessons from Year 1 are mainly related to the following areas:

- **Channels:** Among the social media platforms used, LinkedIn proved to be the most effective channel for reaching procurers, SMEs, and innovation agencies, while X/Twitter showed limited impact (see section 2.2.2). This confirmed the need to align dissemination tools with stakeholder preferences identified in D5.2.
- **Content formats:** News articles, visuals, and webinars were particularly successful in generating visibility and engagement.
- **Stakeholder mobilisation:** Open Calls generated strong interest, especially among healthcare providers and suppliers. However, the relatively low number of these stakeholders reached through social media campaigns highlighted the importance of more targeted and direct communication. To increase engagement further, communication campaigns should also be translated into different languages to reach a broader and more diverse audience.
- **Monitoring and feedback:** The C&D Tracker, combined with analytics data, has proven to be an effective tool for monitoring KPIs and guiding adjustments in real time.

These lessons provide a clear direction for refining and strengthening the project's approach in Year 2, ensuring that communication, dissemination, and exploitation activities are more targeted, inclusive, and impactful.

6 Next steps

Building on the strong foundation established in Year 1 and informed by the lessons learned, Year 2 communication, dissemination, and exploitation efforts will prioritise deeper engagement, stakeholder community activation, and increased visibility of impact. The strategy will align with the project's growing focus on service delivery and knowledge transfer, particularly using AGORA and advisory tools. Key next steps include:

- **Expanding AGORA's functionality and visibility:** With the platform now fully operational, Y2 will focus on launching the "Showcase" area, expanding the expert network, and enriching the resource library. Promotional activities will intensify through webinars, podcasts, and community-based interactions.
- **Launching the InnoHSupport podcast series:** beginning in September 2025, short-format interviews will spotlight project experts, innovative suppliers, and healthcare buyers, offering an engaging channel for informal storytelling and knowledge sharing.
- **Strengthening community engagement:** via LinkedIn, Healthcare Buyers Community, and partners networks: dedicated campaigns such as "Meet our Partners" and "Meet our Community" will spotlight contributors and foster a sense of shared mission among stakeholders, as well as presentation of the project in strategic events.
- **Intensifying exploitation efforts**: building on the preliminary identification of KERs, Y2 will finalise the exploitation strategy, focusing on sustainability pathways for the core assets identified (Section 3).
- **Webinars and success stories**: thematic webinars and real-life case presentations from Open Call participants will serve to illustrate project impact and generate momentum for wider replication.
- **Increasing media outreach**: with a solid digital presence now established, the project will pursue traditional media coverage and inclusion in EU-level newsletters (e.g., the Innovation Procurement Newsletter) and platforms such as CORDIS and the Horizon Results Platform.

- **Advancing the sustainability plan:** define ownership, discuss partner responsibilities, and design mechanisms to ensure long-term access, use, and maintenance of the KERs.

Through these activities, the project will ensure that communication and dissemination efforts in Y2 translate into long-term value and capacity-building.

7 Conclusion

This deliverable demonstrates that the InnoHSupport project has successfully established a strong foundation for its communication, dissemination, and exploitation activities. It has built solid visibility, engaged key stakeholders, and developed essential tools to advance its strategic objectives.

Efforts across digital platforms, events, and partner networks have positioned InnoHSupport as a relevant actor within the European healthcare procurement ecosystem. The groundwork laid through initial exploitation planning and stakeholder engagement provides a clear pathway toward long-term impact and sustainability.

As the project enters its second year, the focus will shift toward demonstrating concrete results, strengthening community engagement, and ensuring that key outcomes deliver lasting value beyond the project's lifetime.

8 Annexes

Annex 1: Project Deck

Annex 1: Project Deck

InnoHSupport

Project Overview and Structure
Presentation Subtitle

Name Surname
Role (Organization)

Our project in a nutshell

InnoHSupport

Programme
Horizon Europe

European Innovation Council and SMEs Executive
Agency (EISMEA)

Project Number
101157552

Project Type
Coordination and Support Action

Project duration
24 months (01/09/2024 – 31/10/2026)

Partners
7 from (+2 subcontractors)

Budget
940 327.75€

Funded by
the European Union

Our project in a nutshell

InnoHSupport aimed at enhancing innovation in healthcare through the strategic use of public procurement.

Its main **goal** is to provide healthcare ecosystem with training, consulting, and collaboration in Procurement of Innovation.

To achieve this, it is based on **3 pillars**

Capacity building

Advisory services

Collaboration and Matchmaking

InnoHSupport
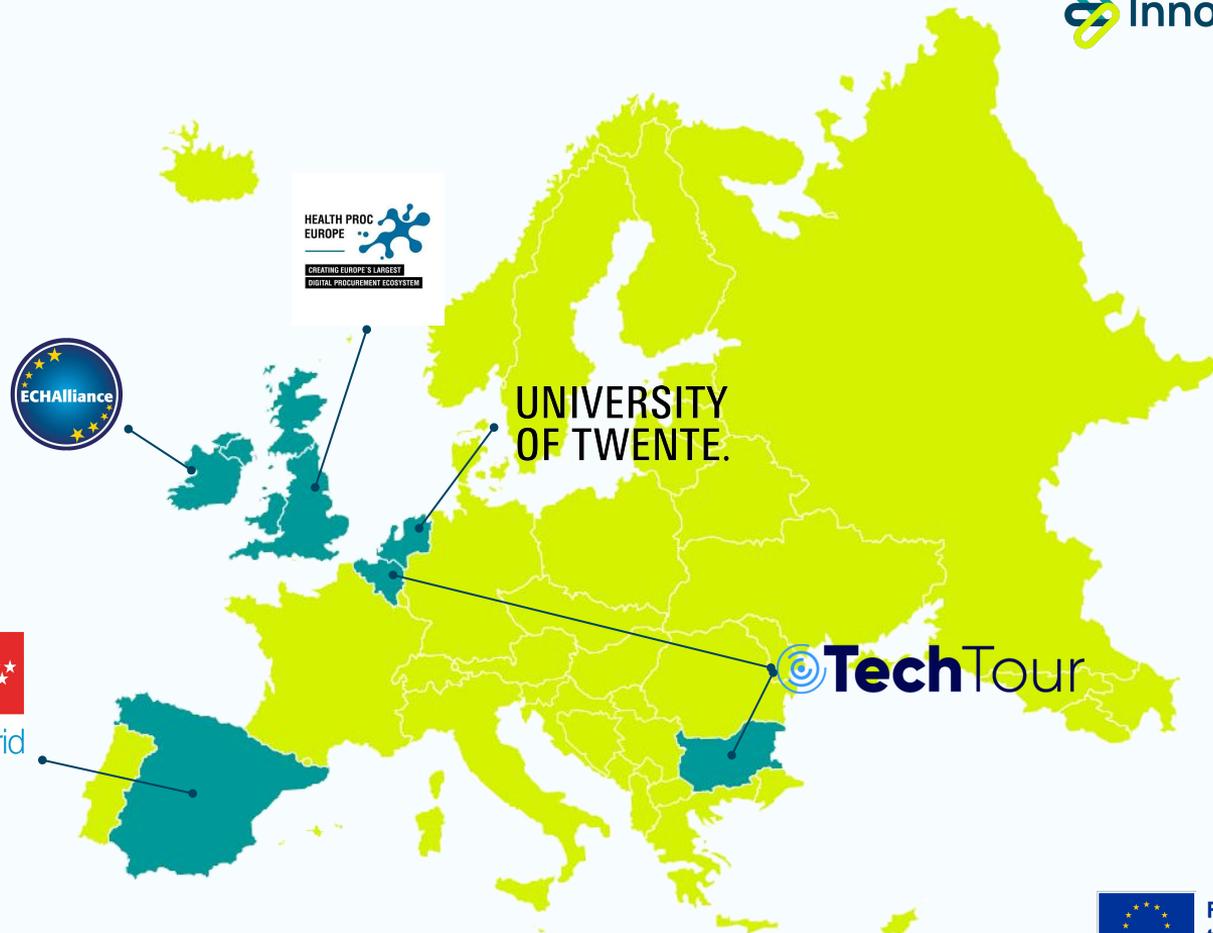
Key objectives of the project:

Creating a robust network of public and private actors to facilitate procurement innovation.

Delivering capacity-building programs and executive education to equip healthcare professionals with the skills and knowledge to manage innovation procurement.

Establishing the Innovation Procurement AGORA as a central hub for collaboration, knowledge exchange, and best practice sharing.

Promoting sustainable procurement strategies that align with environmental goals.

Funded by the European Union

AGORA

InnoHSupport

Our Digital Hub for Innovation Procurement in Healthcare

AGORA is a free, digital platform embedded within the InnoHSupport website, **providing easy access to resources, events, and collaboration opportunities.**

AGORA offers a dedicated space where **healthcare providers seeking innovative solutions can seamlessly engage with suppliers, investors, and procurement experts.**

Within AGORA, users can access the **Toolkit**, a section **providing numerous PPI resources tailored to the innovation ecosystem.**
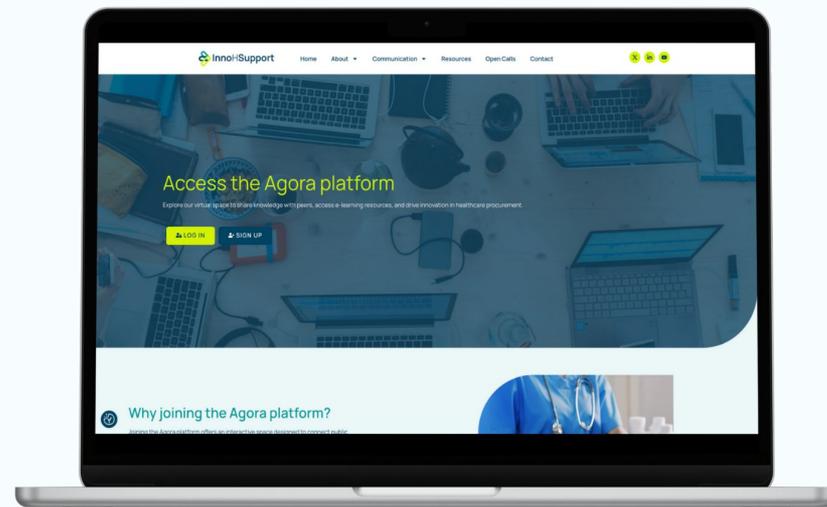
Funded by the European Union

Open calls

InnoHSupport

CALL 1 - FOR PROCURERS

Title of the Open call

More information about the single open call, what are the expectations, who can apply, how to apply, deadlines, etc.

DEADLINE: 1.1.2025

CALL 2 - FOR SUPPLIERS

Title of the Open call

More information about the single open call, what are the expectations, who can apply, how to apply, deadlines, etc.
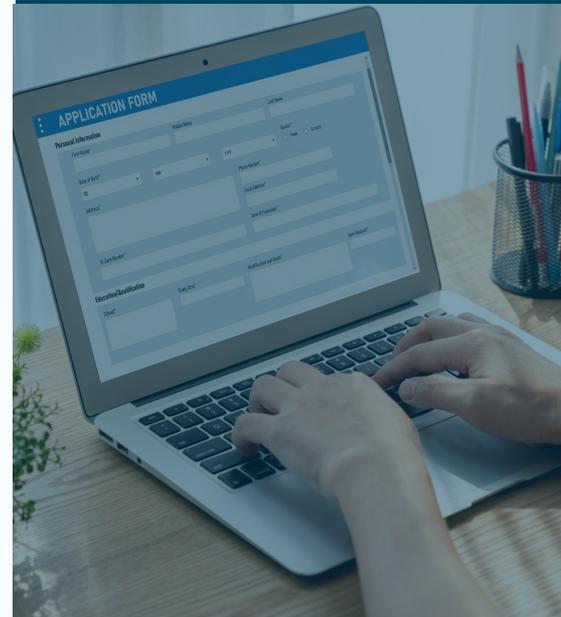
DEADLINE: 1.1.2025

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Thank you for your attention!
Contact us, get involved, stay updated:

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